Cautionary statement

Forward-looking statements - cautionary statement

The presentations and the associated slides and discussion contain certain forecasts, projections and forward-looking statements – that is, statements related to future, not past events – with respect to the financial condition, results of operations and businesses of BP and certain of the plans and objectives of BP with respect to these items. In particular, among other statements, certain statements regarding future focus on safety and efficiency in operations; BP’s expectations in respect of future global demographic and economic trends, expectations regarding future trends in global energy demand and expectations regarding future contributions to global supply from different energy sources; BP’s plans and expectations regarding the ‘BP Proposition’, including plans to focus on value rather than volume, active portfolio management, the delivery of material growth in operating cash flow through 2018, strong capital discipline and growth in distributions to shareholders; BP’s plans to deliver an increase in operating cash flow by more than 50% by year end 2014 versus 2011; BP’s plans to operate in a way that brings value to everyone affected by its work; BP’s forecasts regarding full year 2014 BOPI reliability; BP’s plans regarding contractual commitments and relationships with subcontractors including commitments relating to BP’s Human Rights Policy and to bribery, corruption and money laundering risks, the anticipated signing of future global agreements with main contractors and expectations regarding BP’s contractor management; BP’s expectations regarding its forward agenda and the continued delivery of safe, reliable operations; certain plans and objectives described in the ‘Long-Term Technology View to 2050’ including expectations regarding the effects of future global decarbonisation and of disruptive technologies; BP’s expectations regarding new geographic opportunities; BP’s expectations regarding the future development of 33 billion bce of resources into reserves; and BP’s expectations and projections regarding the makeup of its future portfolio in the mid 2020s including the outlook for unconventional, diversification of future cash flows, future portfolio resilience and the effects of future and current technologies on BP’s portfolio; are all forward looking in nature.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will or may occur in the future and are outside the control of BP. Actual results may differ materially from those expressed in such statements, depending on a variety of factors, including the timing of the receipt of relevant third party and/or regulatory approvals; the timing and level of maintenance and/or turnaround activity; the timing and volume of refinery additions and outages; the timing of bringing new fields onstream; the timing, quantum and nature of certain divestments; future levels of industry product supply, demand and pricing, including supply growth in North America; OPEC quota restrictions; PSA effects; operational problems; economic and financial market conditions generally or in various countries and regions; political stability in relevant areas of the world; changes in laws and governmental regulations; changes in sanctions and other trade restrictions; regulatory or legal actions including the types of enforcement action pursued and the nature of remedies sought or imposed; the actions of prosecutors, regulatory authorities and courts; their impact on our reputation following the Gulf of Mexico oil spill; the actions of the Claims Administrator appointed under the Economic and Property Damages Settlement; the actions of all parties to the Gulf of Mexico oil spill-related litigation at various phases of the litigation; exchange rate fluctuations; development and use of new technology; the success or otherwise of partnering; the actions of competitors, trading partners, creditors, rating agencies and others; decisions by Rosneft’s management and board of directors in respect of strategy, operations or otherwise; the actions of contractors; natural disasters and adverse weather conditions; changes in public expectations and other changes to business conditions; wars and acts of terrorism, cyber-attacks or sabotage; and other factors discussed under “Principal risks and uncertainties” in BP’s Stock Exchange Announcement for the period ended 30 June 2014 and under “Risk factors” in our Annual Report and Form 20-F 2013 as filed with the US Securities and Exchange Commission (SEC).

Statement of Assumptions - The operating cash flow projections in this presentation for 2014 assume an oil price of $100/bbl and a Henry Hub gas price of $5/mmbtu, and, for 2015 to 2018, assume an oil price of $100/bbl and a Henry Hub gas price of $5/mmbtu; real. These projections have been adjusted to (i) remove TNK-BP dividends from 2011 operating cash flow, (ii) include BP’s estimate of Rosneft dividends, and (iii) include the impact of payments in respect of the settlements reached of all criminal and securities claims with the U.S. government and the SEC. These projections do not reflect any other future potential cash flows relating to other liabilities, contingent liabilities, settlements or contingent assets arising from the Gulf of Mexico oil spill which may or may not arise during such periods. As disclosed in the Stock Exchange Announcement for the period ended 30 September 2014, we are currently not able to reliably estimate the amount or timing of a number of contingent liabilities.

Cautionary note to US investors – This presentation contains references to non-proved resources and production outlooks based on non-proved resources that the SEC’s rules prohibit us from including in our filings with the SEC. U.S. investors are urged to consider closely the disclosures in our Form 20-F, SEC File No. 1-06262. This form is available on our website at www.bp.com. You can also obtain this form from the SEC by calling 1-800-SEC-0330 or by logging on to their website at www.sec.gov.

Tables and projections in this presentation are BP projections unless otherwise stated.

Stock Exchange Announcement: For further information on BP’s results, please see our Stock Exchange Announcement for the period ended 30 September 2014.

December 2014
<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.30pm</td>
<td>Introduction and BP Board context</td>
<td>Carl-Henric Svanberg, Chairman</td>
</tr>
<tr>
<td></td>
<td>Industry context, our strategy and our priorities</td>
<td>Dev Sanyal, Executive vice president, strategy and regions</td>
</tr>
<tr>
<td></td>
<td>Managing operational risk</td>
<td>Bob Fryar, Executive vice president, safety and operational risk</td>
</tr>
<tr>
<td></td>
<td>Managing risk in the Upstream supply chain</td>
<td>Bernard Looney, Chief operating officer, Production</td>
</tr>
<tr>
<td></td>
<td>Qs and As</td>
<td></td>
</tr>
<tr>
<td>3.30pm</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>3.40pm</td>
<td>The Long-Term Technology View</td>
<td>David Eyton, Group head of technology</td>
</tr>
<tr>
<td></td>
<td>Portfolio</td>
<td>Dominic Emery, Vice president, long-term planning</td>
</tr>
<tr>
<td></td>
<td>Qs and As</td>
<td></td>
</tr>
<tr>
<td>5pm</td>
<td>Finish</td>
<td></td>
</tr>
</tbody>
</table>
Dev Sanyal
Executive vice president, strategy and regions

Industry context, our strategy and our priorities
Industry Context

Source: BP Energy Outlook 2035
Our Strategy

A focused oil and gas company delivering value over volume
2014 TO 2018

The BP Proposition

Value over volume
Active portfolio management

Growing sustainable free cash flow
Material growth in operating cash flow
Capital discipline

Growing distributions
Progressive dividend
Surplus cash biased to further distributions
Bob Fryar
Executive vice president, safety and operational risk

Managing operational risk
A safer, stronger BP

BP’s agenda is a multi-year programme with activities risk-prioritized and paced to achieve enduring and sustainable change.

Three enduring principles guide our efforts, they are:

• Our operating management system (OMS) is the way BP operates
• To promote deep capability and a safe operating culture across all levels of BP
• To test our conduct of operating through self verification, independent assurance and audit
OMS as the way BP operates

- Operating requirements
- Performance improvement
- Local processes
Promoting deep capability and a safe operating culture

- Leadership
- Hazard awareness
- Continuous improvement (CI)
Testing our conduct of operating

A three tier approach to safety and operational risk

- **Audit** – Group Audit’s risk-based independent audit programme to report on risk management effectiveness
- **Assurance** – S&OR conducts focused assurance to provide our view of how risks are being managed
- **Self verification** – Operating businesses are expected to check the quality of their operating activities and processes
Safety and environmental performance

Number of Tier 1 & Tier 2 Process Safety Events (T1 & T2 PSE)

Number of Losses of Primary Containment (LOPC)

Recordable Injury Frequency (RIF)

Number of Oil Spills >=1bbl
Bernard Looney
Chief operating officer, Production

Managing risk in the Upstream supply chain
Contractors in the Upstream

- **16,000 contractors**
  - ~70% of hours worked
  - Prioritised by risk (PHCA), value (strategic, core, transactional)
  - 373 contracts with PHCA elements
  - 29 strategic contractors

- **$30bn annual spend**
  - Wells – $9bn
  - Operations – $10bn
  - Projects – $10bn
Governance

- Category Management Common Process (CMCP)

- OMS 2.5 ("Working with Contractors")

- Upstream Contractor Safety Management Procedure

- Contract Governance Boards

- Performance Reviews

*Holding contractors to account for following their management system*
Oversight – E-Wells
Global Operations Organization - Progress

Data excludes L48.

GOO Process Safety - Tier 1 Events

Upstream Operated Plant Reliability

95%
90%
85%
80%
Global Wells Organization - Progress

BOP Reliability Team

- Dedicated team of experts
- Global BOP hot-line
- 4 focus areas:
  - Troubleshooting and risk assessment
  - Maintenance
  - Defect elimination
  - Contractor engagement

BOP Reliability

Non-productive time (days)

<table>
<thead>
<tr>
<th>Year</th>
<th>Non-productive time</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>603</td>
</tr>
<tr>
<td>2013</td>
<td>415</td>
</tr>
<tr>
<td>2014</td>
<td>203</td>
</tr>
</tbody>
</table>

Forecast
Our agenda – non safety risks

- Human Rights
- Bribery, corruption and money laundering
- Local Content
Forward agenda

• **Safety** – remains job #1

• **Attentive to non safety risks**

• **Fewer, deeper, more collaborative relationships**

• **Clearer ownership and accountabilities**
  • Self verification (contractor)
  • Oversight (BP)
SRI annual meeting
5th December 2014

Questions
SRI annual meeting
5th December 2014
Opportunities to improve end-use efficiency, including transportation

No shortage of hydrocarbons – but the merit order could change

Increasing competition between value chains

Opportunities to improve end-use efficiency, including transportation

Cross-cutting themes
Modularity, digital opportunity and climate concerns

Regional differences
Optimum solutions will differ owing to resource availability and above-ground factors
Technology impact on energy resources

- Abundant technically-accessible resources
- Discovered oil & gas endowment increasing
- Technology adding to resources
- Key oil & gas levers
  - seismic imaging
  - enhanced oil recovery
  - digital techniques

Centre for High Performance Computing, Houston
Decarbonisation

- Increasing competition between value chains
- Easier to decarbonise power than transportation
- Greatest impact switching from coal to natural gas
- Electric/fuel cell vehicles expensive
- Liquid transportation fuels remaining major part of mix
Disruptive technologies

• Digital, bio- and nano-technologies

• Horizon scanning
  ➢ university programmes
  ➢ venturing

• Great potential when applied to
  ➢ enhanced oil recovery
  ➢ batteries for transport
  ➢ advanced solar conversion
  ➢ gen IV nuclear
Social, environmental and policy factors

• Significant regional variation
  ➢ access to resources
  ➢ existing infrastructure
  ➢ market regulation

• Complex relationships between energy and other natural resource constraints

• Influence of public opinion and consumer behaviour

• Fostering innovation
Dominic Emery
VP, Long-term planning

Portfolio
BP’s portfolio drivers

- Resource renewal and mix
- Capital framework
- Capabilities
Current portfolio

- A focused oil and gas company
- 44 billion boe resources
  - 11 billion boe reserves
  - 13 years reserves to production
- Diversity
  - Geography
  - Resource type
  - Segment

Map showing geographical distribution with different colors indicating upstream and downstream activities.
Future portfolio

- Growing demand for gas
  - Premium markets
  - High value products
- Growing supply opportunities
  - Unconventional oil and gas
- Long-life cash flows
- Portfolio diversity and resilience

2014:
- Oil
- Gas

Mid 2020s:
- Oil
- Gas
- Conventional
- Deepwater
- Unconventional
SRI annual meeting
5th December 2014

Questions
SRI annual meeting
5th December 2014